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NATIONAL ASSOCIATION  
of CORPORATION TRAINING  
**BULLETIN**

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\$2.00 For a Year

Volume VIII

November, 1921

**Company Convalescent  
Camps, Hospitals,  
and Sanatoria**

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From time to time various special articles have appeared in the BULLETIN dealing with particular measures undertaken by companies to safeguard or restore the health of their employees. In this issue of the BULLETIN Company Convalescent Camps, Hospitals and Sanatoria are discussed.

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**PUBLISHED BY ORDER OF THE  
BOARD OF TRUSTEES**

# National Association of Corporation Training

Headquarters, 130 East 15th Street, New York, N. Y.

## Functions.

The functions of the Association are threefold: to develop the efficiency of the individual employee; to increase efficiency in industry; to have the courses in established educational institutions modified to meet more fully the needs of industry.

## Dues

From the By-Laws—Article V.

**SECTION 1.**—An admission fee of \$100.00 shall be charged all new class "A" members in addition to annual dues.

**SECTION 2.**—The annual dues for membership in the National Association of Corporation Training shall be as follows:

The annual dues of Class "A" members shall be \$100.00  
The annual dues of Class "B" members shall be 5.00  
The annual dues of Class "C" members shall be 10.00

All dues shall be payable in advance and shall cover the calendar year. New Class "A" members joining between January 1 and April 1 shall pay first year's dues of \$100.00. Those joining between April 1 and July 1 shall pay nine months' dues or \$75. Those joining between July 1 and October 1 shall pay six months' dues or \$50. Those joining between October 1 and December 31, shall pay three months' dues or \$25.00.

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# B U L L E T I N

Published Monthly by

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180 E. 15th Street, New York, N. Y.

Edited by F. C. Henderschott, Managing Director

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## ILLNESS OF THE MANAGING DIRECTOR

The Association most deeply deplores the illness of its Managing Director, upon whose capable counsel and direction the members have been accustomed to rely so heavily. Missing the inspiration of his own contributions and criticism, the present issue of the BULLETIN must of necessity fall below those of the past in the value and interest of its contents; but in view of the handicap under which this number is issued, the indulgence of the members must be taken for granted. It is hoped that before the December issue must go to press Mr. Henderschott will be again at his desk.

### NEW YORK LOCAL CHAPTER

The New York Chapter held its first fall meeting at the Machinery Club, 50 Church street, on Tuesday, October 18th. Dinner was served at 6 o'clock, and about thirty of the representatives of the various local industries attended.

The principal speaker was Dr. Samuel W. Grafflin, on "Keeping America Strong." Other speakers were Mr. Beck, of the New York Stock Exchange, and Mr. H. Hopf, of the Federal Reserve Bank. Chairman Pitzer announced the program for future meetings during the season as follows:

#### Program of Meetings

Meetings to be held in Rooms 915-916-917, 120 Broadway, at 4.30 P. M., unless otherwise stated.

F. P. PITZER, General Chairman.

November 9, 1921—Speaker: DR. NORRIS BRISCOE, Dean of the School of Retailing of the New York University.

Chairman: Mr. A. F. Pickernell, Abraham & Straus. December 7, 1921—Speaker: MR. M. S. SLOAN, President of the Brooklyn Edison Company and Chairman of the Board of Directors of the National Association of Corporation Training.

Chairman: Mr. W. N. Fenninger, Brooklyn Edison Company.

January 4, 1922—Speaker: MR. T. P. SYLVAN, Vice President of the New York Telephone Company.

Chairman: Mr. H. W. Casler, New York Telephone Company.

February 15, 1922—Speaker: MR. MERRILL W. OSGOOD, Production Manager of the Jordan Marsh Company, Boston, Mass.

Chairman: Mr. H. H. Tukey, Submarine Boat Corporation.

March 1 1922—Speaker: MISS HELEN MCKINSTRY, Director, Central Branch, Y.W.C.A.

Chairman: Dr. L. F. Fuld, Henry L. Doherty Company.

April 5, 1922—Speaker: DR. C. R. MANN, Chairman Advisory Board of the Operations and Training Division of the Chief of Staff of the War Department.

Chairman: Mr. J. W. Dietz, Western Electric Company.

## COMPANY CONVALESCENT CAMPS, HOSPITALS, AND SANATORIA

The Supervisory Interest of Up-to-Date Industrial Concerns in the Physical Well-Being of Their Employes is Amply Proved by the Many Measures of Health Protection and Promotion in Force. Among the Most Expensive and Therefore Least Common of These Measures is the Provision for Recuperation and Treatment Outside of the Company's Own Buildings and Grounds.

From time to time various special articles have appeared in the BULLETIN dealing with particular measures undertaken by companies to safeguard or restore the health of their employes. These measures have as wide a scope and as varied an application as the needs of different industries, and the individual ideas of employers dictate, but, generally speaking, corporation methods of promoting the physical well-being of employes include work along these lines:

1. Physical examination upon entrance and sometimes thereafter at recurring periods.
2. Relief from the strain of monotonous or fatiguing operations through the granting of rest periods or change of operation.
3. Granting vacations or sick leaves of absence.
4. Preventive and curative medical and surgical treatment within the buildings where the company's work is carried on.
5. Maintenance of vacation, rest, and convalescent camps.
6. Medical and surgical treatment outside the company's premises.

### COMPANY HOSPITALS

In respect to the sixth method of caring for the health of employes, the United States Bureau of Labor, through its Bureau of Labor Statistics, gives us the following data: "Of 431 establishments visited, twenty-four maintain hospitals for the purpose of caring for protracted cases of illness or injury among employes and their families. Nine of these hospitals are found in the mining industry and eight among the iron and steel companies. The preponderance of industrial hospitals in these two lines of industry is due probably not only to the extra hazards of these industries, but also to the fact that in the majority of cases

where such a hospital is maintained the company properties are in an isolated section, where the usual hospital facilities are lacking.

#### **Cost of Treatment of Employees**

"In seven cases hospital treatment of all kinds is free to employees, while one company gives free treatment for accident cases only. There is but one company whose hospital services are given to families of employees without charge, although one other company gives free treatment in special cases where circumstances warrant it. Sixteen companies, however, have hospitals sufficiently large and well equipped to care for members of families, and eight of these take outside patients as well. The majority of the hospitals have accommodations for from twenty to forty patients, but in two cases more than one hundred can be cared for at one time.

"In eleven of these hospitals the expenses are largely met by monthly dues, which are deducted from the employees' pay. These dues are in some cases less for single men than for married men. The dues range from 50 cents to \$1.35 for the former and 75 cents to \$2 for the latter. In only one case was it reported that a reduction of the fee was made for a fraction of a month. In sections where there is a shifting class of labor this system of deductions may work a decided hardship on employees, although it may prove a profitable source of income to the hospital. This monthly fee does not entitle members of families to free hospital service, but only to dispensary and home treatment, although the amount of fees for operations, where reported, are less than the customary fees. One company charges half the usual fee for operations to members of families, and another charges \$125 for major and \$50 for minor operations. Three companies report that no extra fee is charged employees for operations. The others do not report on this point. Several, however, charge for board or for a private room. One company makes a charge of \$1.25 for ward and \$3 for private room per day, if hospital care is not essential. This is done to keep employees from abusing the hospital privileges.

"The initial expense of building and equipping these hospitals is, of course, borne by the companies, and this in itself is a large item since some of them cost many thousands of dollars. There is always the possibility, however, if the physicians employed for the family work have an outside practice or if other patients are received in the hospital, that the service ren-

dered to employees and their families may be very perfunctory, since the employees have no choice but to pay the hospital fee whether the service is satisfactory or not.

"One company in the mining group which does not tax employees gives absolutely free treatment and medicines to employees and members of their families. The hospital has twenty beds and has a staff of seven doctors and seven nurses. Experienced physicians only are employed and are paid enough to retain their services for seven years. It is required of each that one month of research work or study shall be done each year. The employees formerly contributed to this hospital, but for some years the company has assumed the entire expense, which amounts to about \$50,000 annually, and covers the treatment of about 250 patients and approximately 20,000 outside calls.

"Another company, with properties in many locations, has a hospital service reaching approximately 35,000 persons. There are four base hospitals, two of them rather small, but the two larger ones have twenty-three and thirty-five beds, respectively. The employees are taxed 75 cents a month, and receive both medical and surgical treatment at the hospital, but pay for board, except in accident cases. The medical work of the company covers the general hospital work, the dispensaries, and the sanitation of the camps and towns. A corps of forty-three physicians, two dentists, one oculist and twenty nurses are employed. About 600 hospital cases and over 300,000 treatments at dispensaries and visits to homes are reported for one year. The results of the sanitary and medical work are shown in the following figures: The number of cases of malaria has been reduced from about 5,000 per year to 200, typhoid reduced about two-thirds in four years, pellagra from an average of 380 cases a year to eight, and no case of smallpox in the year for which the report was made.

"Special attention is given to the condition of the teeth of patients by the management of one hospital, which treats nearly 5,000 cases annually. It has been found that 80 per cent of their hospital patients need dental treatment either for pyorrhea or chronic abscess. This company has also established free dental clinics at its dispensaries in its different camps for the purpose of treating children in the first and second grades. Lectures are also given on the care of teeth to children in the higher grades and to adults. It was found that 98 per cent of the children

were in need of the services of a dentist. Three dentists and dental nurses are engaged in this work. An oculist also tests the eyes of the children and prescribes glasses when they are needed. The head surgeon of the company visited the war hospitals in Europe to study the new methods introduced there, and the Carrel-Dakin treatment of infected wounds, paraffin treatment of burns, and Blake's fracture slings have been introduced in the hospital treatment as a result.

#### **Treatment for Tubercular Employes**

"Thirty-two firms will pay the entire expenses of employes who, after a reasonable length of service, develop tuberculosis, but if the employe is able to pay part of the expense he is expected to do so. Thirty-two other firms send employes to sanatoriums. Two establishments have a joint fund given by employer and employes for sanatorium care of tubercular cases. Sixteen companies pay all expenses, one pays all after two years' service, one after three years' service, and another pays if employes are unable to do so. One company has its own sanatorium, and several other firms send their employes to a sanatorium which is maintained jointly.

"One large insurance company maintains a very large and completely equipped sanatorium for the care of its tubercular employes and others suffering from diseases and derangements that can be benefited by out-of-door living and treatment under medical supervision. The sanatorium consists of three groups of buildings—administration, refectory, and infirmary—several open wards, rest house, and power house. The rest house will accommodate eighty patients, and is used for those suffering from other diseases than tuberculosis. Three hundred and twenty-two patients can be housed together. The treatment is given only to employes, and is entirely free. The hospital reports show a rapid increase in the percentage of employes admitted who are in the incipient stage as against those moderately or far advanced.

"Another insurance company sends tubercular employes to the nearest hospital for such cases. The company pays the hospital expenses directly to the patient, who is subjected to no financial worry of any kind.

"Because of lack of local facilities for the care of tuberculosis, one firm, employing several thousand persons, has established a special dispensary, where only the most serious cases are kept, near the plant, for the use of employes who either

have contracted tuberculosis or are suspected of having it. These patients are under the constant oversight of a doctor and a specially trained nurse, who superintends their examination at the clinic and also visits them in their home to teach the most modern methods of prevention and cure.

"In Chicago thirty-six companies united to equip and support a sanatorium in New Mexico, where employes can receive the best and most scientific treatment at exact cost. Only employes who are believed to be curable, however, are admitted.

#### **Employees Sent to Public Hospitals at Company Expense**

"The arrangements for hospital care of employes by the firms for whom they work are, in most cases, very indefinite. Much that is done along this line is so confused with the requirements of the compensation laws that it is difficult to determine how much is required and how much can be ascribed to welfare work. A number of the companies, however, state that they go beyond the requirements of the law in giving hospital care to accident cases, keeping injured employes in the hospital as long as is necessary for a cure to be effected, although the law in most States limit either the length of time for which medical attendance is to be furnished or the amount to be spent, or both.

"One hundred and thirty-five companies report that some hospital care is furnished employes, mostly for cases of injury. Several companies state that hospital care may be furnished in cases of sickness either because of need on the part of the employe or because of long and faithful service. A few firms pay hospital bills for members of the family when necessity arises, and some will advance the money, to be paid back in small installments. Quite a number of these companies maintain beds in the general hospital, which are used for the employes when ill or injured, and in a few cases whole wards are reserved by the companies though these are usually solely for accident cases.

#### **Medical Fees**

"There are twelve cases in which the employes pay a monthly medical fee, ranging from 50 cents to \$1.50 for married employes and from 25 cents to \$1.50 for single employes. In some cases this covers medical and surgical attention for employes and families. In one case operations are charged for at half rates. Usually hospital attention means, even where the med-

ical service is paid for monthly by the employe, that accommodations in the ward only are provided.

"One company has a hospital fund to which employes contribute 10 cents a month, which is deducted from their pay. Employes are placed in a semi-private ward and bills are paid by the treasurer of the fund. This arrangement was made because hospitals had taken contributions and had refused free treatment to employes. Another hospital association, to which all employes pay \$1 for examination and 50 cents a month, gives doctor's care, medicine, and hospital and surgeon's fees, although there is a limit of 60 days for which treatment is given. In two instances the dues of the benefit association cover medical service for families. In one of these cases home and hospital service, medicines, and ambulance service are furnished."

### CONVALESCENT CAMPS

Convalescent or rest camps are the outgrowth of a demonstrated need of a quiet retreat where the broken-down worker or pre or post-operative hospital cases, or employes suffering from ill-defined poor health for which a doctor's services are not clearly demanded, may repair his wasted life forces. Evident tubercular or contagious cases are either isolated or excluded from such camps. Periodic inspections are usually made by the company doctor, or, in some cases, reputable local physicians and physical directors are frequently put in general charge. The matter of charges is sometimes met by the company outright, sometimes by sick benefit grants, either of the company or the employe association, or by the patient himself, in which case privileges are usually at cost. The length of sojourn is practically always dictated by the patient's need.

The convalescent camp of one of our largest insurance companies can accommodate seventeen girls, and is in charge of a woman superintendent, who lives on the premises and is directly responsible to a personnel officer located at the home office. The camp does not furnish medical treatment. Specified dietary and plenty of outdoors are prominent in the daily program of the camp. The camp is for the girls of the company only, and is visited by a doctor from the home office once a week, or more frequently if a case demands. This doctor passes upon a girl's fitness to return to work. There is a local doctor within call when needed in an emergency. Setting-up exercises are also a part of the daily routine. These exercises are given by a physi-

cal director. Clerks with infectious diseases are not sent to the camp.

The girls do not have to pay for any camp privileges, but are sent out at the company's expense, and the period of convalescence runs anywhere from three days to three months—salaries paid, under rules, depending upon length of service.

Since 1909 another company has maintained a rest cottage for some of its convalescing women. Insofar as possible women go there without their children, but frequently, in order to go at all, it is necessary to take one or more with them. They stay for a period of from one to several weeks, depending upon their need. The selection of convalescents depends upon the recommendation of the physicians and visiting nurses. The work is under the direction of the local visiting nurses. A housekeeper and several assistants are in immediate charge.

In November, 1920, the Police Department of one of our largest cities acquired about 400 acres, with buildings, for the purpose of establishing a convalescing camp for the sick and injured members of the force. About 125 people can be accommodated. Members of the force are sent to this camp on the recommendation of their departmental surgeon for periods from fifteen days upward, depending entirely upon the character of the illness and the condition of the patient. Tuberculosis cases, however, are excluded and contagious cases are isolated.

The medical condition of the inmates and the sanitary condition of the camp is determined by monthly inspections made by the chief surgeon or deputy chief surgeon. The chef in charge of the kitchen carries out the surgeons' orders in regard to the diet. Arrangements have been made with a reputable local physician to respond and care for cases of extreme emergency.

Arrangements have been made whereby a member of the force, while convalescing, may have his wife and family living at the camp, for whom he pays a stipulated rate. There is no charge, however, to the member while he is convalescing.

Telephone companies are especially active along these lines. In connection with its Employes' Benefit Fund Plan one of them has opened a "rest home" for telephone girls who may be convalescing from sickness or operations, or who may be merely "run down." The property upon which the home is situated, three miles from Warwick, consists of about 385 acres, with a commodious dwelling, which has been done over thor-

oughly, provides a real convalescent home. On the same property there is also a vacation camp for employes, the activities of which, however, are apart from those of the rest home. Girls at the home are in charge of a "house mother." The affairs of both home and camp are in the hands of the Employes' Benefit Fund Committee, which has named an administration committee, consisting of the assistant to the vice president, a commercial supervisor, and a traffic employment supervisor.

The home itself, formerly the residence of a country gentleman, is a picturesque house bordering on the modern colonial, newly painted and spotlessly white. The interior has been re-decorated from top to bottom, providing an atmosphere of rustic hominess, with all conveniences.

A rambling rustic stone wall skirts the place and up a few steps to a terrace is a broad expanse of lawn, dotted here and there with rose bushes, fruit trees and other shrubbery. The whole atmosphere spells home and rest. At each end of the house are broad verandas, and above the verandas are sleeping porches.

The dining room, with little tables for four, opens to the left of the front hall, and through French doors the visitor gets a first view of the garden and the rolling tree-crested hills, which seem to stretch endlessly to the southern horizon.

The living room of the home is in keeping with the remainder. Furnished tastefully, and with every hint of rest and room, it is an ideal spot. A large open fireplace, under a large mantle, is ever ready to add its part to the cheerfulness that is already there. French doors, here too, lead out on a veranda and to the greensward which surrounds the place. The bedrooms—accommodations for fourteen guests—are on the second and third floors, with a second-floor sitting room available, too. The rooms are arranged for two occupants, and are tastefully furnished.

This new recreation ground is set in a natural bowl, the sides of which extend in a gradually rolling incline beginning immediately back of the home. A hundred yards or so from the house is a barn. Somewhat farther along is the house that serves as home for the help, and beyond that another barn, where the farm's four-footed motor power is parked. With regulation farm equipment, from chickens to mules and plows and harrows, and with the fifty or more acres that are cultivatable, it is expected that the farm itself will be able to supply all the wants of the kitchen, including milk from the farm's own cows. The house

has a present capacity of fifteen, with a larger capacity of fifty in the making. The charges are \$12 a week, which, for the most part, are covered by sick benefit grants paid by the company.

### **EFFECT OF HOME ENVIRONMENT ON THE HEALTH OF WOMEN EMPLOYEES**

In view of the increasingly impressive efforts on the part of corporations to secure as high a degree of physical competence among employes as industrial conditions will permit, the opinion recently expressed by Dr. Kristine Mann, head of the Health Center for Women, which has recently opened its new quarters on Livingston Place, New York, that "Discontent with home conditions rather than long hours or overwork is partly responsible for the poor health so prevalent among the industrially employed girls of today," arrests attention. Dr. Mann recently completed an examination of more than 1,000 women and girls engaged in gainful occupations in factories and business houses, and, from a number of interesting conclusions arrived at, we quote the following:

"Industrial conditions are not the only factors in the rapid deterioration of health among the girls. Unhappy home conditions and maladjustments to life generally rank as handicaps.

"Many of our so-called working girls suffer acutely from unhappiness and friction in their family lives. A girl's health depends very greatly on her mental attitude; if she is suffering from mental strain, there is bound to be a marked reaction in her physical condition. The time has passed when an unmarried girl of 25 is regarded as doomed to spinsterhood. Today the unmarried girl of that age is merely in a transition stage; she is discovering that she is an economic factor, a revelation that means infinitely much to her. But to her parents, particularly those of foreign nationalities, it is an entirely different matter. They presuppose that she will continue in the submissive role of a dutiful daughter as long as she remains at home, never realizing that, as far as age and maturity in her method of thinking goes, she is entitled to more freedom and a more dignified treatment. The girl of today resents this attitude. Her pay envelope gives her a certain comfortable feeling of independence which makes any undue restrictions imposed upon her at home difficult to bear. The unhappiness that results is not only reflected in her attitude toward her home and work, but in her physical condition.

"The physical condition of employed girls and women, as shown in recently compiled statistics, displays rapid deterioration. This is the most alarming situation with which I have come in contact in all my years of health work with the National Board of the Young Women's Christian Association and other organizations.

"The physical condition of the average woman in industry is decidedly bad, the worst feature being her marked tendency to develop physical ills and weaknesses from the time she enters employment, largely due to the expenditure of her free hours and lack of exercise. The average employed woman at 30 has developed flabby muscles, tired back and eye-strain that were unknown to her when she took her initial step into employment. The average stenographer at 25, our records show, does not begin to have the strength that was hers at 20. Yet nature intended that her muscles should show the five additional years of development and strength.

"Of the thousand women from different types of work whom I have examined, only 15 per cent had what might be called good posture. Fifty-three per cent suffered from various forms of indigestion. Fifty-five per cent complained of periodic headaches, many due to the need of glasses. Undoubtedly long hours and over-pressure on the worker have done much to bring about this condition, but the fact that most of these girls spend their entire lives in cities, haunting the movie palaces at night, consuming ice cream sodas and cheap candy, instead of indulging in strength-building exercises which can do much to relieve that tired, cramped feeling that is bound to exist at the end of a long day spent over a machine or behind a department store counter, must not be overlooked."

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### THE NEW YORK HEALTH EXPOSITION

A great opportunity for study and observation of the most up-to-date measures of safeguarding and improving health is offered to teachers of practical hygiene in connection with company welfare work in the Health Exposition to be held in New York City during the week of November 14th. The American Public Health Association, as a part of its fiftieth annual convention, is combining with the Health Department of New York City to educate the public in matters of health from every point of view.

In addition to the exposition which is to be held at the Grand

Central Palace, where demonstrations, of the work being performed in New York to safeguard health and plans to improve health conditions in the future, may be observed and studied. It is intended to have diet squads, blood pressure testing machines, and animals demonstrating proper nourishment, at conspicuous places throughout the city. In all this work easily understandable terms will be used in displaying the many health improving plans.

The exposition is under the direction of Dr. Royal S. Cope-land, Health Commissioner of New York City, assisted by Dr. Lee K. Frankel, Vice President of the Metropolitan Life Insurance Company.

#### **NEWSY NOTES**

Mr. I. B. Shoup, formerly connected with the Westinghouse Electric and Manufacturing Company, East Pittsburgh, Pa., recently resigned to become the Director of Personnel and Training of the Marion Steam Shovel Company of Marion, Ohio. Mr. Shoup has been a Class "B" member of this Association for several years.

The loss of pension and seniority rights—the latter of which will be acquired by workers remaining in service or employed to fill strikers' places—is the penalty attached to a walk-out on the part of the employes of the Southern Pacific Railroad.

Among obstacles seen by bankers to the success of Frank A. Vanderlip's plan for a world reserve bank are: No capital in sight for such a scheme; reasonable solvency and economic efficiency abroad indispensable prerequisites; national rivalries; problems of taxation; objections to free circulation of American paper money; unstable banking laws; absence of any recognized international court of appeal; lack of confidence.

At the American Cotton Associations' annual convention, held in Birmingham, stress was laid on three factors which it is hoped will solve the problem of cash money all the year round, namely: completion of the organized cooperative marketing system in the South; continuance of regulation of production with the limits of legitimate demands of consumption, and crop diversification.

### **FINANCIAL RESERVE FUNDS AS A REMEDY FOR UNEMPLOYMENT**

Edward Eyre Hunt, Secretary of President Harding's Conference on Unemployment, in an address before the Society of Industrial Engineers developed his plan for the relief of unemployment. In order that trade actively may be made more regular, and the recurring periods of depression avoided, he suggests that all branches of public works in the United States and public utility construction departments systematically set aside, in times of prosperity, financial reserves, to be used for improvements and expansion when trade slackens.

"A rough calculation indicates that if we maintained a reserve of only 10 per cent of our average annual construction for this purpose, we could almost iron out the fluctuations in employment. The study of the business cycle, and its relation to unemployment, is one of the means by which the President's conference hopes to provide measures for the permanent relief for the heads of families who find themselves periodically thrown out of work.

"Unemployment on a vast scale is always a result of business depression. The problem of preventing or mitigating unemployment is, therefore, part of the larger problem of preventing or mitigating alterations of business activity and stagnation.

"The world-wide scope and the long succession of business crises do not prove that the problem of controlling the business cycle is hopeless. . . . The business cycle is marked by peak periods of boom between valleys of depression and unemployment. The peak periods of boom are times of speculation, over-expansion, extravagance in living, relaxation in effort, wasteful expenditure in industry and commerce, with consequent destruction of capital. The valleys are marked by business stagnation, unemployment and suffering. Both of these extremes are vicious and the vices of the one beget the vices of the other. It is the wastes, the miscalculations and the maladjustments grown rampant during booms that make inevitable the painful process of liquidation. The most hopeful way to check the losses and misery of depression is, therefore, to check the feverish extremes of 'prosperity.' The best time to act is at a fairly early stage in the growth of the boom.

"In any analysis of our productive processes we can make a broad distinction between our additions to national plant and equipment, such as houses, railroads, manufactures and tools

on one hand and the consumable goods which we produce on the other. At the present time we increase our activities in both of these directions at the same time and in their competition with each other we produce our booms. If all branches of our public works and the construction work of our public utilities—the railways, the telephones, etc.—could systematically put aside financial reserves to be provided in times of prosperity for the deliberate purpose of improvement and expansion in times of depressions we could not only greatly decrease the depth of depressions but we would at the same time diminish the height of booms. Nor is this plan financially impracticable. Under it our plant and equipment would be built in times of lower costs than is now the case, when the contractor competes with consumable goods in over-bidding for both material and labor."

Mr. Hunt advocated the formation of adequate statistical service to determine three facts: Volume of production of stocks and consumption of commodities; volume of construction in progress throughout the nation; the actual and not theoretical unemployment. This statistical service should be authorized and carried out by the Federal Government, he believes.

#### *Measures Pursued Abroad.*

The principal measures which have been taken by the various other countries struggling with the unemployment problem are: Unemployment insurance, a national system of free employment exchanges, the organization of public works to furnish employment, and the coordination of all three of these systems. According to Ernest Greenwood, American Representative of the International Labor Organization of the League of Nations, in comparison with the United States and Great Britain, other nations are relatively well off from the point of view of unemployment. Spain does not seem to have felt the crisis to any great extent, while in Germany, Belgium, France, Italy and even Austria the situation has notably improved. In Great Britain, however, unemployment has assumed threatening proportions. Demonstrations by the unemployed have become common, and the draft on the unemployment insurance fund has all but swamped it. In the United States, both official and unofficial sources indicate a small gain in employment. A considerable percentage of cities have instituted bond issues for public works, a policy which has met with much favorable comment on the part not only of labor unions, but of chambers of commerce and employers' associations.

### AN INTERESTING EXPERIMENT

An experiment in educating workers along lines which it is hoped will lead to the development of labor leaders of unusual intellectual and constructive ability began this week at Brookwood, the new resident workers' college, just outside the little village of Katonah, in the Westchester hills of New York. Brookwood is expected by those who founded it to be the first of a number of colleges for labor men and women, where they may gain a knowledge of Social History and Economics, and of logical processes of thought necessary for the training of "labor statesmen."

There are twenty-five students there now, and five more will join them in a short time—all that the modest cottage dormitories will hold and the limited teaching staff can instruct. A few of them are college graduates, who intend to devote their time to labor problems; a few more have a high school education, but the majority are from shops and factories, with only a casual education but an intimate experience with labor difficulties from the viewpoint of the worker.

They are an oddly assorted group, enthusiastic to learn. For many of them it is the first opportunity they have had to acquire knowledge of some of the things the need of which they have dimly perceived through unguided reading. As one of them said, they seek the intellectual background which is possessed by their instructors, the thing which will enable them to understand what they want, to express that want clearly and to suggest concrete means of attaining it.

#### **Cooperative Labor Committee**

The college is organized in an unusual way. It is under the supervision of two committees which, without actual power of control, possess the power to make or break the institution. The first is a cooperative labor committee, composed of John Fitzpatrick, head of the Chicago Federation of Labor; John Brophy, President of District 2, United Mine Workers; Rose Schneiderman, of the Women's Trade Union League; Abraham Lefkowitz, of the Teachers' Union; Charles Kutz, Chairman of the International Machinists' Union, Pennsylvania Railroad Branch, and James Maurer, President of the Pennsylvania State Federation of Labor.

The advisory educational committee is composed of Professor Walton Hamilton, head of the economics department of

Amherst College; Professor James H. Willits, of the Wharton School of the University of Pennsylvania, head of the business administration department, and Professor William F. Ogbure, of the Department of Sociology at Columbia. These men will make sure that the college does educational work of real value and does not become a propagandist institution, and the labor committee will see that what is accomplished is of real value to labor.

The faculty is headed at present by A. J. Muste, a graduate of Hope College, Michigan, and an ordained clergyman. After attending the New Brunswick Theological Seminary and the Union Seminary in New York he preached for ten years and became interested in labor at the time of the Lawrence strike, when he was in Boston. He served for a time as General Secretary of the Amalgamated Textile Workers. Mr. Muste is now a Quaker. He will teach the history of civilization.

The department of labor organization and history of unionism will be in the hands of M. Toscan Bennett, a graduate of Yale and the Yale Law School and a former corporation lawyer in Hartford, Conn. He has also served on the Executive Committee of the Farmer-Labor party. E. L. Oliver, a graduate of the University of Minnesota and a graduate student and teacher at the Wharton School of the University of Pennsylvania, will have charge of the department of social problems. Mr. Oliver has also done some writing for the Non-Partisan League, and has been a statistician for the Federated Trade Council. English will be taught by Sarah M. Cleghorn, who has written some poetry and who has taught in girls' schools.

#### **Trustees Control Finances**

The finances of the institution are controlled by six trustees, who have formed a trust fund to take over the property and such money as is given by unions and individuals for the support of the college. Of the trustees, four are connected with the college, two of them being on the faculty. The property upon which the college stands has been deeded over to the trustees to be used in perpetuity for the instruction of workers. The following outline of the policies of the new institution is furnished by its president:

"This is not a propagandist institution. It does not teach violence. I do not think there is even a member of the Socialist party on the faculty, although there would be no objection if

there were. Our aims are purely educational, and we claim to be a respectable institution of learning.

"In the first year there will be a course in history—the history of the organization—in order to show the social forces at work through the masses. In English, we will give the students what they need. Some have a sufficient English training; others, rich in practical experience and with minds developed so that they are able to grasp economic problems, may need to be taught to spell.

"There will be a course in argumentation, so that the students may learn to express what they wish clearly and logically. There will be a debate once a week, and the next day a two-hour session will be given over to criticism not only of the effectiveness of the argument but also the soundness of presentation. In economics we will take up such subjects as child labor, unemployment, banking, credit control, and other branches necessary to the proper development of a labor leader. For our text books in this course we will have the standard works, of course, but will depend largely upon reports, statistics and other first-hand data from which to draw our conclusions.

"In the second year most of the work will be specialized, although there may be some who will need further instruction in fundamentals. There will be courses in Social Psychology, and for those who wish to specialize in labor organization a course in labor tactics. The person wishing to study statistics will devote most of his time to that, and for those who intend to enter farm and labor journalism instructors in that work will be provided.

#### Three Classes of Students

"Our students are of three classes: We have here textile workers, miners, coopers, garment workers and machinists, most of them having risen to places of authority in their local unions, either as business agents or organizers. They seek the intellectual equipment necessary to their further development, the intellectual weapons to make their expression effective.

"In the second class are those who have done community or social work and wish to devote themselves to the labor movement. We have two teachers—one a graduate of the University of Chicago, another a graduate of Columbia—who have been doing community work. In the third class are young people who intend to get their college work here. They either wish to get away from the more conventional colleges to seek that which

we can give them more especially and which they believe will be most valuable to them in their work.

"The college hardly compares with either of the English labor colleges. The Ruskin College at Oxford is part of a large and conservative university, and the Central Labor College in London is frankly a propagandist institution, where workers get short courses of a few months and are sent out to carry propaganda of direct action to the labor fields. Brookwood comes between these two extremes, and is more rightly an American development and a definite part of the labor movement.

"As far as economic problems are concerned, we make three assumptions: First, that fundamental changes should be brought about through gradual development, recognizing all the time that the pecuniary motives should have less force than the social motive in social affairs; that the farmer and labor movements are the vital movements through which changes may be accomplished, and that the great means of bringing about these changes in an orderly way is education. We seek here the truth, and the best means of applying that truth to the solving of the labor problem."

#### **To Develop Labor Leaders**

Mr. Mutse, in explaining just what those supporting the Brookwood movement believe may be accomplished by it, also said:

"We, of course, hope to develop leaders capable of making plans and carrying them out; to raise men who will become labor statesmen, men of high intelligence and great executive ability. Ultimately, it should raise the standard of the workers themselves, so that these leaders will have a strong and intelligent organization back of them.

"What this will lead to is hard to say. It should have a democratic basis or a cooperative basis. Personally, I believe that it will result in distributing responsibility more widely, as well as power, putting the control of resources in the hands of the community rather than in the hands of individuals or groups. And to bring that about without turning the whole social order upside down will require statesmanship of a high order. That we hope to supply."

The faculty house is an old Colonial mansion made over to suit its new purpose. It stands on top of a hill, with a view over the rolling hills and valleys of Westchester. In the woods are

the three small cottages where the students live, one for the women and girls, some of them in their teens, and others for the men.

The average age of the students is about 25. Of the union men, most of them have been through serious labor troubles. Several of them have been in the army, and one or two yesterday were wearing olive drab. Some of the girls wore khaki knickerbockers and woolen stockings. They all take a hand in the work of the school, which is run in a communistic way, for although there is no prejudice against servants, it is cheaper to do the work themselves, and the college is not over-supplied with funds.

The mechanics take care of the machines around the place; a trained farmer looks after three cows and some pigs; others keep the buildings and the plumbing in repair, wash dishes and cook. Even the faculty shares in the labor, and Mr. Muste expects to take his turn at dish-washing. The little community is governed by a council, in which students and faculty alike have one vote, and by the decisions of this council the work of the college will be carried on.

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### OLD TRUTHS IN NEW DRESS

... All depressions are at first psychological, in other words, caused by fear, existing in the mind only. Fear causes a cessation of buying—not a reduction of buying power; the money to buy is at hand, but the buying stops. No depression is made permanent or real until this fear leads to unemployment, which does away with the money wherewith to buy. . . .

Labor's great violation of the economic laws is its resistance to acceptance of the fact that, regardless of wages paid, every day spent in idleness by producers adds that much more burden to the workingman's pocketbook—not merely because of money lost for time not paid for, but because each idle production hour tends to increase the price of commodities, nine-tenths of which are consumed by the great purchasing public, the wage-earners.

Some day a way will be found to flatten out our zigzag economic progress curve, to top off the peaks of hectic prosperity and to fill in the dismal valleys of depression. When this day comes, it will come, not through a resistance to economic laws, but through an acceptance of them.—JOHN H. VAN DEVENTER, in *Industrial Management*.

### EDUCATION AND HARD TIMES

Illogical as it may seem on first consideration, registration in schools and colleges is stimulated rather than retarded by financial depression. The phenomenon has been in evidence in past periods of deprivation, but it has never proved itself more incontestably than during the commencement of the present school year. One would naturally suppose that college education in particular, which has always been looked upon as a luxury by the majority of people, would be in less demand in accordance with the law governing the demand for other luxuries. Yet the opposite is the case. Primary schools, high schools, and colleges, with few exceptions have reported the highest registration in their history.

Why do those who seek higher education increase in number in a period of depression? One may offer various answers to this, but the favorite one seems to be that the very business stagnation itself, causing a lack of attractive openings in industry and agriculture, persuades many young men and women who had thought to stop their education with the high school prolong it a few years. "Nothing else to do but to go to college" is the rather unsanctified phrase by which one man was heard to explain the situation. Such a diagnosis would imply that families with growing boys and girls have done a good deal more judicious saving against lean years than is commonly suspected.

Another fact that helps to offset financial factors discouraging to attendance is the expanding opportunity for self-support in universities and colleges. Viewed in the light of the old conception of college life—a leisurely round enjoyed by the sons of the well-to-do—the number of ways that ambitious youths now find to pay for their college training is truly amazing. Students do clerical and stenographic work, wait at table, working in the printing and lighting and water plants, tend furnaces, and even do clerical and stenographic work, wait at table, work in the carpentry, masonry, excavation and the like—in order to eke out their expenses. The self-help bureau is frequently one of the most important divisions of the university's administrative machinery.

However, the object-lesson offered by lean years in the way of the actual money value of education is as strong an inducement to prolong or supplement the years of study as any of the foregoing motives. Other things being equal, it is the man or woman, boy or girl, with the soundest educational grounding;

the individual who can express himself best, can spell, calculate, write, reason logically, make the best appearance—in short, show evidence, in lesser or greater measure, according to the position sought, of mental training, whether academic or technical, who obtains and keeps the coveted job. In years when prosperity reigns almost anybody can get a job. It takes the seasons of privation to draw the broad line between the capable and the incapable, the disciplined and the undisciplined. Next to life itself, which is not only ruthless but wastes much time in the process, education is the sole force upon which industry can rely to develop the disciplined and efficient mind and character with an economy of time and effort, and an application of all the lessons of experience that life as a teacher may never hope to attain.

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#### **NEWSY NOTE**

During the two weeks between October 29 and November 12 New York City is to see a monster educational demonstration of the industrial, artistic, scientific and historical contributions immigrants of all races believe they have made to American civilization. The exhibit is to be housed in the huge Seventy-First Regiment Armory, and consists of pictures, models, and living figures. Thirty-three racial groups are represented.

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#### **A PROPHET OF PROSPERITY**

In a speech delivered at Atlantic City on October 27th, Charles M. Schwab declared:

"I believe that this great nation will be the workshop of the world. We are on the eve of our greatest development. However wild may be your business dreams of the future, I will wager they will not be as wild as the realization which many of you younger men will see. If I had my life to live over again, today is the time I would start.

"I am optimistic, as I have always been optimistic. We have just had a board meeting of my companies in New York, before I came down, and we decided at once to undertake the expansion of works that are now running at but 20 per cent of their capacity. If we are right in believing that the future holds prosperity for us, what better time for us to spend our money for the extension that will be necessary in the future? We can do it cheaper now than at any other time, and when prosperity comes we will be ready to reap the benefit of it."

### **OPINIONS OF SUCCESSFUL MEN**

#### **Lincoln's Message**

(Extract from Address of Abraham Lincoln to the Workmen's Association in 1864)

"Property is the fruit of labor; property is desirable; is a positive good in the world. That some should be rich shows that others may become rich, and hence is just encouragement to industry and enterprise. Let not him who is houseless pull down the house of another, but let him work diligently and build one for himself, thus by example assuring that his own shall be safe from violence when built."

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#### **Lincoln's Theory of Capital and Labor**

Now, there is no such relation between capital and labor as is assumed, nor is there any such thing as a free man being fixed for life in the condition of a hired laborer. . . . The prudent, penniless beginner in the world labors for wages awhile, saves a surplus with which to buy tools or land for himself, then labors on his own account another while, and at length hires another new beginner to help him. This is the just and generous and prosperous system which opens the way to all, gives hope to all, and consequent energy and progress and improvement of condition to all.—**ABRAHAM LINCOLN.**

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#### **The Value of Stable Government**

A nation without a national government is in my view an awful spectacle. The establishment of a constitution in time of profound peace, by the voluntary action of all the people, is a prodigy . . . it is impossible for the man of pious reflection not to perceive in it a finger of that Almighty hand which has been so frequently and signally extended to our relief.—**ALEXANDER HAMILTON.**

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#### **The Many Taxes We Pay**

The taxes are, indeed, very heavy; and if those laid on by the Government were the only ones we had to pay, we might the more easily discharge them; but we have many others, and much more grievous to some of us. We are taxed twice as much by our idleness, three times as much by our pride, and four times as much by our folly; and from these taxes the commissioners cannot ease or deliver us by allowing an abatement.—**BENJAMIN FRANKLIN.**

### **Popular Government the Hope of Man**

If in our case the representative system ultimately fail, popular governments must be pronounced impossible. . . . The last hopes of mankind, therefore, rest with us, and if it should be proclaimed that our example had become an argument against the experiment, the knell of popular liberty would be sounded throughout the earth.—DANIEL WEBSTER.

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### **VOCATIONAL TRAINING A FAILURE**

*(From the Philadelphia Inquirer.)*

“Director Forbes of the War Veterans’ Bureau declares that our system of vocational training, on which so many millions have been spent, is a practical failure. He says that although hundreds of thousands of wounded or invalided veterans have been educated in one way or another at the Government’s expense, only five thousand have been turned out fitted to become useful citizens. With one stroke he thus disposes of the private vocational schools where veterans have been trained at Government cost. His idea is that one big institution should be established by the Government for the purpose.

“Thus closes an era in an incident which has cost the country much in money and a great deal in reputation. A New York evening newspaper many months ago began a campaign against the sloth, injustice, carelessness and criminal conduct of vocational training which few were willing to believe and which all now must admit was based on unpleasant facts.

“The country meant well. It gave liberally in money and provided all the law that was required—and failure, it seems, has resulted. Those who hold that the Government should run railroads, packing houses, births of babies and personal morals generally are invited to study the report of Director Forbes. It is a record not only of waste but of disappointed hopes and blasted ambitions.

“It all shows that with the best of intentions we have been badly served. Probably this is more or less true of many commissions and bureaus which are engaged in uplift work. More housecleaning is necessary.”

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### **NEWSY NOTE**

Organized labor can now boast of four cooperative banks—one in Cleveland, one in Washington, one in Seattle, and one, the latest, founded by the trade unions of Philadelphia.

## R. H. MACY & COMPANY'S EXECUTIVE TRAINING COURSE

The first session of the Executive Training Course of R. H. Macy & Company, Inc., was held on October 13th. In order to obtain the greatest benefit from the course it was thought necessary to limit the number in attendance to 40, although 150 applications were received.

The class meets on Tuesday and Thursday evenings, and discusses the various duties which a good executive must understand.

Mr. William J. Wells, General Manager of the store, addressed the class on the opening night. In his speech he traced the history of the department store from its beginning to the present development.

This course is thought to be the most important in the entire educational training system of the store, because many of those taking the course will later become buyers and executives.

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## HENRY FORD'S SOLUTION OF THE RAILROAD PROBLEM

Based on his own successful management of a railroad, Henry Ford offers the following remedies for the labor and other difficulties harassing railroad administrators:

1. Abolition of the stockholder.
2. Employe ownership and operation.
3. Light-weight rolling stock.
4. "Speeding up" the freight carrier.
5. Greater economy in organization of claim departments.
6. Fewer lawyers.
7. Simplification of bookkeeping.

An interested reader inquires as to labor's present comprehension of financial responsibility and consent to it. The fate of light-weight carriers while hauling coal up steep mountain grades is also an interesting subject for speculation.

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### Japan is Considering Profit-Sharing Plan

The only satisfactory solution of Japan's labor troubles is regarded by Viscount Takahashi, minister of finance, as a profit-sharing system. According to the TOKIO ASAHI, in his plan the profits of joint stock companies would be distributed between the management, the share-holders and the workers.

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THE H. M. ROWE COMPANY, Baltimore, Md.	DR. H. M. ROWE
F. S. ROYSTER GUANO COMPANY, Royster Bldg., Norfolk, Va.	MR. C. M. SCHULTZ
THE SCHWARZENBACH, HUBER Co., West Hoboken, N. J.	MR. H. RUEGG, JR.
SCOVILL MANUFACTURING CO., Waterbury, Conn.	MR. WALTER S. BERRY
SHEPARD ELECTRIC CRANE & HOIST COMPANY, Montour Falls, N. Y.	MR. W. G. CATLIN
THE SHREDDED WHEAT COMPANY, Niagara Falls, N. Y.	MR. C. H. WHEELER
SIMONDE MANUFACTURING COMPANY, Fitchburg, Mass.	MR. JOHN G. THOMPSON
GEO. W. SMITH & Co., 49th St. and Botanic Ave., Philadelphia, Pa.	MRS. ARTHUR D. SMITH
THE SOLVAY PROCESS COMPANY, Syracuse, N. Y.	MR. E. R. BLINN
SOUTHWESTERN BELL TELEPHONE SYSTEM, St. Louis, Mo.	MR. H. D. MCGRADE
THE SPIRELLA COMPANY, INC., Niagara Falls, N. Y.	MR. W. W. KINCAID
STANDARD OIL COMPANY OF CALIFORNIA, San Francisco, Cal.	MR. R. C. WARNER
JOHN B. STETSON COMPANY, Philadelphia, Pa.	MR. MILTON D. GEHRIS
STRAWBRIDGE & CLOTHIER, Market, Eighth and Filbert Sts., Philadelphia, Pa.	DR. HERBERT J. TILY
SUBMARINE BOAT CORPORATION, Newark, N. J.	MR. HARRY H. TUKEY
SWIFT & COMPANY, Union Stock Yards, Chicago, Ill.	MR. E. L. WARD
THE TABULATING MACHINE COMPANY, New York, N. Y.	MR. ROBERT L. HOUSTON
TENNESSEE FURNITURE CORPORATION, Chattanooga, Tenn.	MR. JAMES M. ALEXANDER
THE TEXAS COMPANY, New York, N. Y.	MR. W. A. THOMPSON, JR.
THE TRAVELERS INSURANCE CO., Hartford, Conn.	MR. LOUIS N. DENNISTON
UNITED SHOE MACHINERY CORPORATION, Albany Bldg., Boston, Mass.	MR. CHAS. T. CAHILL
UNIVERSAL PORTLAND CEMENT COMPANY, Chicago, Ill.	MR. ROBT. J. YOUNG
THE WARNER BROTHERS COMPANY, Bridgeport, Conn.	MR. GEORGE L. WARREN
WASHBURN-CROSBY COMPANY, Minneapolis, Minn.	MR. A. E. SEVIRLING
THE WARNER & SWASEY COMPANY, Cleveland, Ohio.	MR. FRANKLIN T. JONES
WESTERN ELECTRIC COMPANY, 195 Broadway, New York City.	MR. J. W. DIETZ
WESTERN UNION TELEGRAPH CO., 195 Broadway, New York, N. Y.	MR. J. K. BRUGLER, JR.
WESTINGHOUSE AIR BRAKE COMPANY, Wilmerding, Pa.	MR. JAMES LITTLE
WESTINGHOUSE ELEC. AND MFG. CO., East Pittsburgh, Pa.	MR. CARL S. COLER
WINCHESTER REPEATING ARMS COMPANY, New Haven, Conn.	MR. A. C. JEWETT
WORTHINGTON PUMP & MACHINERY CO., New York City.	MR. FRANCIS FARWELL
YALE & TOWNE MFG. CO., Stamford, Conn.	MR. J. B. CHALMERS
YAWMAN & ERBE MANUFACTURING COMPANY, Rochester, N. Y.	MR. LADSON BUTLER
THE YOUNGSTOWN SHEET & TUBE CO., Youngstown, Ohio.	MR. R. M. WELCH